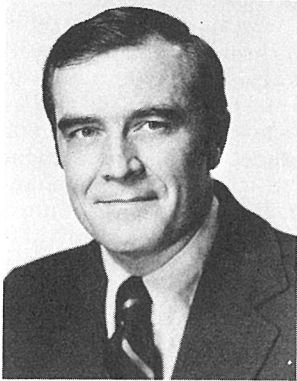


*Fantastic***AID Assignment in Egypt . . .**By—*Don Johnson*

KSA was given this assignment and *fantastic* is the only word to describe it. Our client, the Agency for International Development (AID), asked us to evaluate the request for an \$89 million loan to modernize equipment and increase productive capacity for MISR Spinning and Weaving, a large, totally integrated Egyptian textile and apparel firm. KSA was selected because of our reputation and previous contacts pretty much on our own terms—regular fees, direct reporting, only a few forms and relatively little bureaucratic red tape.



With the help of *Millie Simeone* and *Mary Baach*, passports were updated and visas obtained. *Freddie Wood*, *Gerald Turbyfill* and I flew to Rome, spent an enjoyable night and joined *Gerry*

Vercaemert the following day for the trip to Cairo. After not having his plane met, bribing a bartender to get a place to sleep, having our Embassy give his assigned car to someone named *William Simon*—only USA's Secretary of the Treasury, *Bob Hinck* finally joined us a few days later. (That story should be a separate article for the Observer...if anyone can get Bob to talk about it.)

We were met at the Cairo Airport by representatives of the State Department, Company, and police...one of whom immediately purchased several cases of liquor and several cartons of American cigarettes. Naturally we were favorably impressed as visions of extended Happy Hours entered our minds. Unfortunately, as these representatives obtained our luggage, cleared customs for us and moved us toward our transportation both the liquor and cigarettes disappeared. We did not see one exchange made but by the time we reached our car not a single bottle or cigarette remained. Thank goodness for foresight and duty free in-flight shopping!

Our first night was spent in a hotel which we'd like to forget, but after a little sleep we were ready for work—bright, eager, optimistic.

Following a briefing at our Embassy we were driven to the city of Mehalla (pop. 300,000) located about half way between Cairo and Alexandria, where we were cordially received and given a brief tour of the MISR facility...*fantastic!* Just think of *one* facility which has 36,000 employees, 400 of whom are drivers; 6 spinning mills; 1 twisting mill; 1 waste mill; 13 weave sheds; bleaching, dyeing and printing facilities; worsted and woolen spinning, weaving and finishing; a garment factory; mechanical, electrical and woodworking shops; their own power station and water plant; 1,800 low-rent dwellings; 2 restaurants; a 20,000

seat stadium; basketball and tennis courts, swimming pools, a gymnasium and several playgrounds; 2 cinemas and a theatre; a private club, library and post office; 3 schools, a 257 bed hospital; food, clothing and appliance cooperatives; their own fire stations; their own poultry farms, etc...*fantastic!*

The initial plant tour was followed by lunch with about 15 management people and, as we were to discover, both would continue to be delightful. The meals were terrific...breakfast reasonable, but the 3:30 lunch usually consisted of at least six delicious courses and for the 8:00-10:00 p.m. "light" dinners we would be served something like soup, salad, noodles, veal or poultry, beans and carrots, and fruit.

Top management was super, as were most of the middle management people. The majority of them did everything within their power to make our stay pleasant and our work easy. But, as you can imagine, the working days were really busy and not without frustrating moments. We were looking at virtually every aspect of the operation, trying to understand what equipment had been requested and why, and often trying to tactfully suggest that their requests didn't make sense. Frustrating, because in five days we didn't have a meal when we were not joined by a company representative and in the evenings we seldom had a chance to discuss the project among ourselves. Frustrating, because it took me six days just to find out what products they wanted to make in the new garment plant. However, the job went well and after one meeting the Egyptian Gazette carried a front page story to the effect that a contract would be signed by the Egyptian General Industrialisation Authority and a U.S. consultancy firm for the development of the spinning and weaving industry...that the U.S. consultancy

Continued on page 3*Gerry, Freddie and Turby ready for work.*

Chairman's Corner

MMD in KSA

As so many of my contemporaries in KSA, I started in the part of our practice we now call MMD. In fact, there wasn't much else to start in as engineering was the beginning and end of KSA 20 years ago.

Since then KSA has developed other functions and some have come of age through good work, growth, and contribution to profits. All through KSA's functional, geographical, and industrial diversification, MMD has remained the foundation of our practice by providing "captive" clients for our new services and by producing the profits that enabled KSA to invest in development of new areas of our practice. It has also proved a valuable training base for future account executives and functional specialists by giving them a fundamental background in manufacturing.

In spite of the obvious importance of MMD to KSA, we may at times tend to take this Division a bit for granted. The new services with the new catchwords (OR, Modeling, Computer Science, etc.) seem more interesting to talk about and have been given more internal publicity. I firmly believe, however, that one thing that has set KSA apart and above other consulting firms is our thoroughness and effectiveness in the manufacturing area of our industries.

The importance of MMD to KSA was mentioned. The importance of manufacturing consulting to our clients is no less vital. While fashion and customer service may be essential elements in the success of many apparel and textile firms, marketing must be supported by efficient factories capable of producing the needed products to quality and delivery specifications and at a cost that permits the company to make a profit. In fact, improved productivity is the basis for all material progress in our society, so to this extent our MMD work serves our fellowman as well as our clients' interests.

Speaking of productivity, it has always seemed baffling to me that nations have great difficulty in achieving productivity improvements of 5-6% per year when almost every factory we survey can step up productivity, with our help, 15% or more. This reflects, I suppose, the advanced state of our expertise relative to what is being applied generally in business and industry.

Apparel productivity has advanced greatly over the years. A dress trouser that may have required 50 minutes to make in 1956 may today take only 25 standard minutes. In dress shirts the reduction may be from 25 minutes per unit to 12 or 13 minutes. The reduction is the result of better methods and equipment as well as simple fashion of garment construction.

We cannot measure KSA's contribution to higher productivity but our manufacturing work has been a driving force and stimulant with impact far outside our own clientele. We can be proud of KSA's contribution to maintenance of low apparel prices and the competitiveness of our industry.

But what lies ahead in terms of manufacturing improvements? For one thing, more of the same sort of progress. There will be new technological advances, large and small, which we must stay on top of and know how to apply.

There will also be some new challenges and oppor-

tunities. Looking at the labor scene worldwide, there can be no question that new ways of attracting, keeping, and motivating people are evolving in Western Europe and USA. Increasingly traditional methods of incentive payment are being questioned, the breakdown of work into small elements permitting extreme specialization is being frowned upon. Whatever new is taking the place of the old is not very clear but it is rather certain that more "meaningful" work in one form or another must be offered under more attractive conditions of pay and surroundings if our industries are to attract the employees needed. We must watch these developments closely and be in the forefront but not so far out that we leave our clients behind us.

Another change that we see taking place is in the need for our clients to achieve better integration of merchandising, sales, and manufacturing. The traditional conflict situation between manufacturing and marketing is less and less acceptable. No longer can these functions pursue objectives of their own, but everything needs to be done with the company's bottomline performance in mind.

For example, sewing room organization must more explicitly take into account short through-put time as well as low, standard costs. We must also provide for ability to handle style changes, small cuts and rush orders as well as keeping excess and indirect costs low. In fact, much of our work in MMD in fashionwear cannot be effective without improving production planning which is often a merchandising responsibility. To help our clients with this, we must develop our ability to understand the overall nature of their businesses. It will also mean that we shall increasingly bring to bear MMD and MSD expertise on the same client project. All of this requires broadening and professional development of the individual consultant and internal KSA flexibility so that we can effectively respond to the needs of our clients.

KSA will also be expanding into new industries as outlined in the recently published marketing paper. MMD is the logical function to spearhead some of our future expansion and this will create new opportunities and new stimulation. And, as we have seen in recent years, our work is getting more international all the time. Here we have another source of new challenges and new experience.

So, while we can look back on a long period in MMD of change, success, and contribution, we can confidently look to the future for more of the same.

If we can stay ahead of our clients and our competitors, we shall always have opportunity to challenge our best abilities and our full resources. This is as true, in my view, for MMD as for any other of our functions.

THE KSA OBSERVER

A quarterly report of the activities of Kurt Salmon Associates, published by and for its personnel, is mailed to homes and should not be taken elsewhere. Address all correspondence to the Editorial Offices at 4301 Connecticut Avenue, N.W., Washington, D.C. 20008. The opinions of readers are invited.

Editorial Board: *Mary Baach* *Joe Scheines*
Jack Johnson

Volume 7, No. 3 September 30, 1976

Selling The Sale of Shane

"...I've worked with many brokers, finders, and intermediaries, but have never met one whose integrity comes close to that which you've shown over the past several months." That statement recently appeared in a letter written to our Honorary Chairman, *Karl Striegel*. From whom was it received? The lawyer who represented Superior Surgical in negotiations to purchase Shane Uniform Company while Karl, representing Shane, sat across the table as "the opposition!" The attorney's plaudits continued with other phrases; such as "...candid, forthright, fair to each side, and square with the facts and realities..."

"...on this foundation, you were able to deal from strength for both sides to work out the right solution..." And on *that* foundation, KSA has developed a reputation, over the years, which is unsurpassed in the industries it serves. Every working day, opportunities arise in our practice which could lead to such an expression of respect from those with whom we associate. How did this one come about? KSA—and specifically Karl—was commissioned to evaluate and assist in negotiations for the sale of Shane's apparel companies. Authorization came from the president of the bank which held Shane's majority stock ownership in trust. KSA's role was wholeheartedly supported by surviving Shane family members.

Determining the value of Shane's assets proved to be quite a job in itself but was thoroughly pursued by *Frank Armistead*, *Al Emmons*, Karl, and others. After that came the task of selecting, locating and talking with prospective buyers. Because there were two entirely different businesses involved, Karl recommended separate transactions and while the bank and Shane family preferred to sell to a single buyer, it was agreed that Karl's was the best approach. Even so, it still wasn't easy and months passed before serious negotiations got underway. Even Karl's official "retirement" date arrived without a successful completion of this project. Eventually, however, patience and persistence prevailed:

- Carhartt purchased the Shane work clothing company.
- Superior Surgical acquired Shane Uniform Company.
- The bank and Shane family realized considerably more in the sale than they had established as their minimum objectives.
- KSA was compensated fairly for its efforts, Superior Surgical became a client, too, and—above all—Karl earned, for himself and KSA, the admiration of client personnel, bankers, lawyers, and accountants with whom he worked.

That's just one more example of the excellence and integrity brought to our practice by *Karl Striegel* right up to the time of his retirement.

New Home For KSA-Nashville

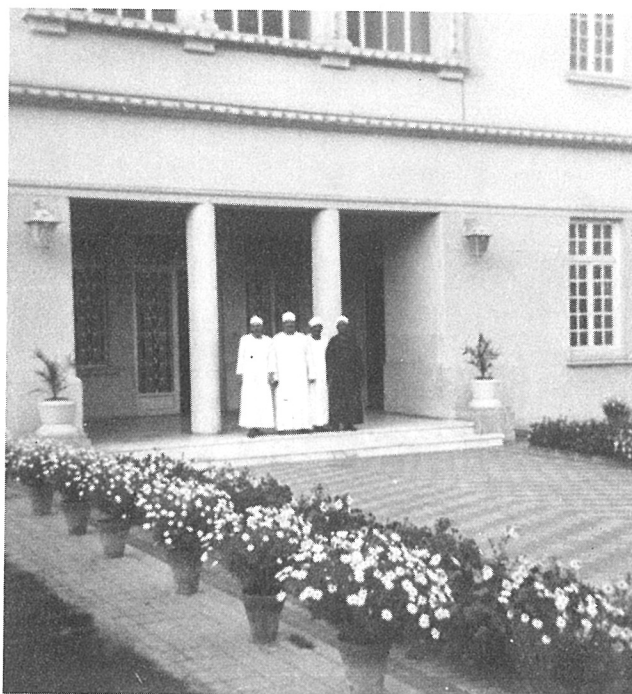
Apologies to the Nashville staff for failing to tell our readers about their new address...it was unintentional folks! They are now completely settled and happy in their new home and extend an invitation to all KSA'ers to stop by for a visit when in the area. We assure you the hospitality will be southern style.

Kurt Salmon Associates, Inc.
Belle Meade Office Park, Suite 203
Nashville, Tennessee 37205
(615) 385-2180

AID Assignment—Cont.

firm had extended a loan of \$95 million for the renewal of equipment. Meanwhile, back in the privacy of our quarters we had a serious talk with Freddie about being so generous with our money!

Speaking of quarters...again, *fantastic*. We were assigned a beautiful MISR guest house, we each had a private bath and there were servants round-the-clock to shine shoes, do laundry, fix drinks, etc. Turby even had the "privilege" of sleeping in the same bed where *President Nasser* and *Mr. Kissinger* had previously slept.



A home away from home.

Freddie did allow some personal and fatigue time during the project...he and Turby played tennis and shot pool with the locals and were thoroughly beaten; we attended the English language cinema, played bridge, were entertained in the home of one of the managers, and took one-day trips to Cairo and Alexandria. Highlights of Cairo include arriving during a power failure—no doubt caused by Gerry's earlier visit to the MISR power plant, touring the state museum, slipping away from our escorts to check out the night life, and not understanding how the local audience could remain so unemotional and unappreciative while viewing the belly dancers and other acts. But the most staggering sight is the pyramids...unbelievably *fantastic*!

The Alexandria trip was fun and the Mediterranean is beautiful. We visited the museum and cemetery at El Alamein, were the only guests in a large beach hotel, saw the three-story palace of King Farouk's wife, sat at a table next to Faten Hamama, wife of Omar Sharif, and ate some of the best seafood imaginable. Having Turby win at the gaming tables also helped make this an enjoyable experience.

But, it was always back to work and to some things which were difficult to understand, appreciate and deal with. Things like the language problem and sometimes being understood only if it was convenient, like never being left alone—even for trips to the john, 30¢/hour pay, operators who could not be fired and who took advantage of this

Continued on page 11

Promotions . . .

In recognition of their many and varied contributions to KSA, we wish to congratulate *Ken Osborne* and *John Wilcox* on their appointment to Vice President, and also *Phil Brader*, *Ron Chisenhall*, *Charles Kelly* and *Jim Reinoehl* on their promotion to Principal.

The accomplishments of these men have been publicized and are known to most of you, however, the photos should help you to associate each man's background with the real person.

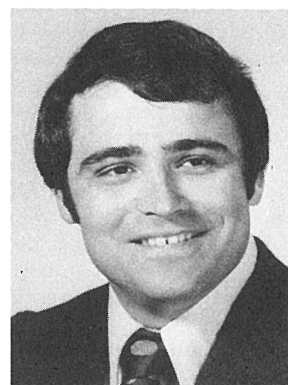
Your colleagues join us in wishing you continued success, good health and happiness.



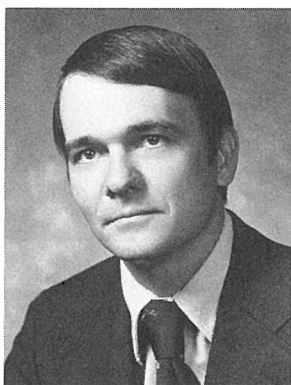
K. R. Osborne



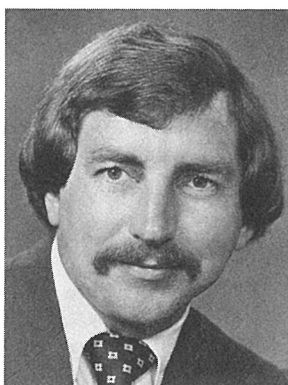
J. L. Wilcox



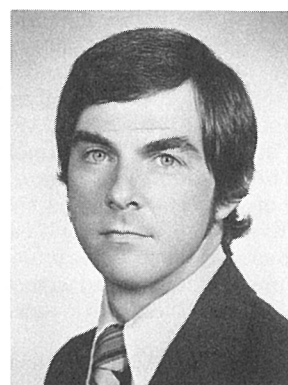
P. N. Brader



R. L. Chisenhall



C. F. Kelly



J. M. Reinoehl

Coming Events

- Oct. 14 — First in a series of seminars on *Profit Performance in the Fashion Apparel Industry* (3rd edition) starring Wilcox, Emmons, and Kavanaugh. KSA-sponsored, fee-paid (\$250) for top management. Fashion Institute of Technology, New York
- Oct. 21-29 — Textile Machinery Show in Greenville, S.C. KSA will exhibit and conduct a seminar on capital needs and investment on October 25.
- Nov. 17 — Fashion Seminar, Fairmont-Colony Square, Atlanta
- Nov. 19-21 — KSA staff meeting, Callaway Gardens
- Dec. 14 — Fashion Seminar, Ramada-O'Hare Inn, Chicago, Illinois
- Dec. 15 — Fashion Seminar, Hyatt House, LA International Airport

Letter To The Editor

I do not know whether the majority of the Observer readers note the apparently routine insert on the bottom right hand corner of page 2 which suggests "the opinions of readers are invited."

It is my opinion that there are far too many photographs of men in the Observer and far too few of ladies. I would hasten to add that I am not a member of the Women's Liberation Movement because I have never yet met any women who needed liberating and my point is totally lacking in such overtones.

My point is that the Observer is published to keep us informed and amused. I understand that 24.87% of the employees of KSA are female and yet 86.66% of the photographs (including the shadowy profile of P. C. Lutz) are male in the last edition of the Observer. (This excludes the picture of two horses, and if they are male the proportion rises to 88.23%.)

Continued on page 6

KSA/USA Early Fall

By—*Jack Ullman*

Indian summer is almost here and that confusing seasonal period is upon us as we try to assess the outlook. Summer vacations are behind us and fall sales at retail are confused. We know retail sales have significant effect on the soft goods industries and hence short-term performance of KSA's apparel/textile practice. As of September 1 some reports are discouraging, others show a significant pickup beginning, and all allude to the late Labor Day and unusually warm weather.

So, KSA's "marketeers and forecasters" eagerly await more positive industry trends as we gear for more aggressive business development efforts. Sales, particularly in apparel MMD, have been slow for July/August...some of this attributable to vacation periods. September will tell the tale...is it normal or are we faced with an uphill fight to maintain the splendid performance of the first eight periods and to enter '77 with solid backlogs. By the staff meeting, we should know these answers and will give you a full report.

Looking Back on First Eight Periods

Fees: \$6,397,000—\$145,000 (2%) over budget—up 29% from 1975.

Profits: Before bonus allocations, DPS allowance, and provision for taxes—\$1,531,000 vs. \$308,000 in '75, and 33% over budget. Net after tax profit is 5.8%—\$369,000 vs. \$32,000 through Period 8 last year.

Cash & Receivables: Very strong...\$800,000 cash invested in commercial paper vs. \$800,000 borrowed from the bank a year ago.

Overall our first eight periods have tracked very closely to budgets established in January except for Cash & Receivables which have shown considerably greater improvement.

Looking Forward

Sales backlogs were solid through Period 6 and well into Period 7, but the slowdown referred to previously has caused us to "eat into" those backlogs...particularly in apparel engineering and HRD. We're experiencing some idle time for the first time since early '76. We don't expect a huge surge in sales, such as in the final quarter of '75, but are hopeful post Bobbin Show sales will match our initial forecasts for the balance of the year.

Preliminary budgets for '77 project moderate growth of 9.9% over expected '76 volume and 13% over budgeted '76 volume, with profitability on the order of 1976 performance...a healthy picture. We will have more refined forecasts and budget data for you at the staff meeting, but unless the sales experience of the last several weeks is the beginning of a downward trend we look for 1977 to be another good year.

We must not be preoccupied by "fiscal performance." We're consultants and if we do a good job as such, satisfactory growth and profitability will follow. Doing a good job means, among other things:

- Looking after clients' interests first
- Quality
- Commitment—involvement—high utilization in consulting of our people at all levels
- Continued service development

We have seen real progress in all of these areas, but would like to cite a few specifics in the latter.

Service Development

• The Angelica study directed by *Zeb Roberts*, assisted by *Frank Armistead* and *Richard Lusk* resulted in a real solution to a difficult earnings inequity situation. A soundly developed (job evaluation) variable base rate system combined with appropriate job change pay plans pointed the way toward the solution of this critical and common problem (reading of this report is recommended to all interested in this manufacturing problem).

• The application of a "semi-packaged" computerized system, using an off-premises computer utility has been furthered as our apparel systems group has extended and refined these earlier applications to a number of clients. On premises, mini-computer applications are beginning to be combined with the on-line (off premises) applications to round out the total MIS for medium sized apparel clients.

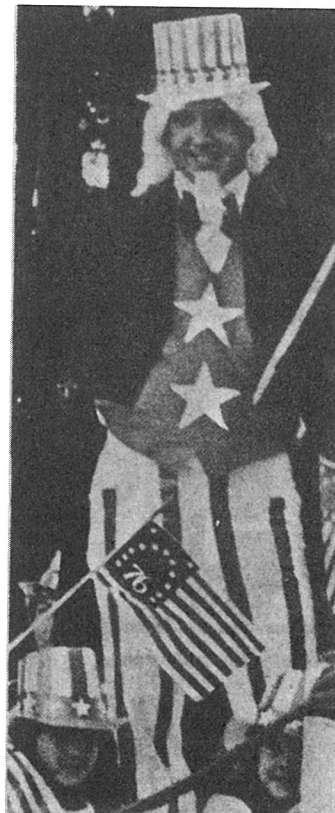
• Our PD group—enjoying very significant growth—is in the midst of their first major transportation study, an area offering great potential to our clients, hence KSA, in the future.

• A more sophisticated approach to overall manufacturing analysis—is assisting a number of clients in finding the real problems in their unprofitable (or sub-par) operations. This approach has led to substantial MMD and MSD consulting projects along the way.

• Apparel systems and engineering have teamed up to develop a computerized shop loading and balancing system for Oxford's shirt division, involving a complicated consolidated parts unit feeding a number of outlying plants. Design is now completed and implementation will follow. This application may well have wide usage throughout the apparel industry.

And so it goes, throughout our practice, with new and exciting developments supplementing our traditional approaches and programs, creative innovation a major ingredient to our success and future.

See y'all at the staff meeting.

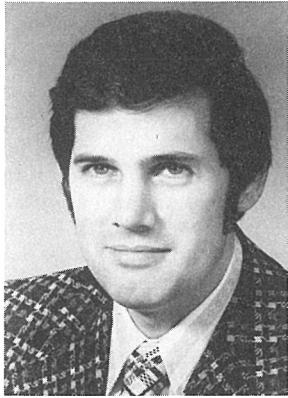


UNCLE WHO?

Newspaper cameras caught this KSA'er in bicentennial celebrations. Uncle Sam...better known as *Tony DeMaria*...not only participated in the July 4 parade in Dunwoody, a suburb of Atlanta, his float representing the housing development where he lives was judged the best of the 10 or 12 floats entered.

Tenth Anniversaries . . .

Peter J. Ehlinger began his consulting career with KSA on July 1, 1966. He received his BSME from Tri-State, Indiana in 1962 however, his early work experience was more



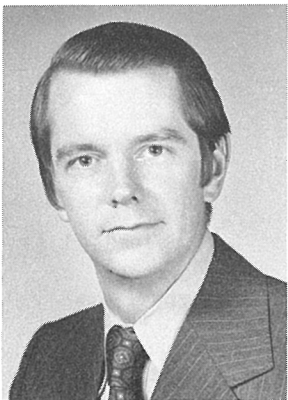
in IE areas...until he went into the Army in 1964. During his military service Pete attended college at night and earned his MBA from Fairleigh Dickinson in 1966.

His first stop with KSA was two weeks in New York. During his three weeks in Atlanta, he was one of the first KSA consultants to undergo the then, new "Roswell experience." Pete's first assignment was at the Hart's plant in Chaffee, Mo. Numerous engineering assignments followed

and in recent years he has been involved in many coat shop projects. His article in the June 1976 *Observer* gives some idea of Pete's versatility as a project manager.

In January 1973 Pete was promoted to Principal. He, *Carmen* and their children live in Berlin, N.J. Congratulations, Pete, we look for more of the same during the next 10!

Frank D. McMillan joined KSA after receiving his MBA from Fresno State College. He had received a BS in math from N.C. State in 1962, took night courses at Monterey Peninsula College in data processing, worked at Pratt-Whitney in Florida, and spent approximately one year as a lieutenant in Army Intelligence.



Frank, along with *Steve Schlehuser*, participated in the second formal KSA class conducted by the then un-accredited "P" University in Atlanta. In spite of this beginning, both men have managed to survive the first 10 years.

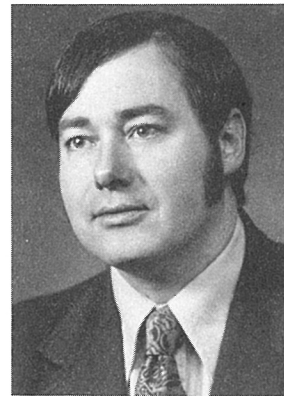
While hired for Systems,

Frank was first assigned to MMD and participated in a training assignment at Great American Knitting. He then spent about a year and a half on material utilization projects before assisting in our early work on cut planning.

After transferring to Systems, Frank became involved in various projects and was promoted to Principal in July 1971. Today he is one of our in-house authorities on computer hardware and has major responsibility for several large MIS projects.

Frank and *Gwen* live in Atlanta and, while the second 10 years can't be much more varied, we look forward to some more unique contributions.

Stephen L. Schlehuser, as mentioned above, joined KSA on August 1, 1966. He came to us after three years in the Army with the rank of lieutenant. He received his BSIM from Purdue in 1963.



Steve, along with Frank, were our first Systems consultants hired with the plan of ongoing initial MMD assignments. During his first two years, he participated in several sewing room installations as well as some physical distribution projects.

The move to Systems found him assigned to Henson, but with an additional responsibility to use this system as the basis for a KSA

Systems Design Training project. Another unusual assignment for a New York art gallery was written up in the *Observer* (September 1971). Recently, he participated in a revision of AAMA's Management Accounting Techniques for the Apparel Industry.

Steve is involved in much more...in recent years he has participated in surveys and managed the installation on various major Systems projects. He was promoted to Principal in December 1974 and works out of the Princeton office.

Steve, *Nancy* and children live in Hightstown, N.J. Congratulations to the Schlehusers and best wishes for the second 10.

Congratulations!

Bernie Wolford met *Kathleen*, his new bride in Staunton Va., where she was working between school terms, and he is staffing the L. Greif project. He reports that it was a typical case of boy-meets-girl, dates girl seven days a week for four months, then marries her.

Todd and *Diane Barr* were married August 7. They met in college in Atlanta, however, they are both Floridians, with Diane's home being Sarasota and Todd's nearby Winter Haven.

Our best wishes to our newlyweds for an abundance of happiness and a long life together.

Letter to Editor—cont.

We employ beautiful girls of all ages in KSA and I would ask that more space in the *Observer* be given to them so that the other 75.13% can enjoy the *Observer* more. I would urge that those who have the opportunity to influence the input of the *Observer* most, do something about this problem of male chauvinist discrimination which is clearly not the fault of you dear *lady* Editor, but of your journalists from around the world.

Thanking you for your kind attention, I remain, dear madam, Yours, anonymously.

(Editor's Note: It is hoped our correspondents will accept this challenge.)

Functionally Speaking

CUTTING/M.U.

Current projects include work with five clients in one or more phases of the justification, selection, and implementation of computerized grading/marking systems. The phrase "MU" has taken on new meaning in helping clients "Make Use" of the capabilities offered by these systems. We look forward to future staffing on these projects to further explore use of the electric ping pong option available.

Geographically, we are working in locations from Puerto Rico to the West Coast (and Hong Kong), and Montreal to Nicaragua.

—Nort Eberly

RUGS AND CARPETS

We continue to do a great deal of work in Canada. *Warren Deviney* is spearheading an engineering implementation project at a major carpet mill in Nova Scotia and *Bob Gargan* is installing a new sales forecasting, production planning and inventory management system for the same company. Both are hoping to complete their work before the snow flies. Other Canadian carpet work should keep them, and others, busy for the foreseeable future.

In spite of all of this activity north of the border, none of us were able to attend the Olympics in Montreal. Our clients were either on vacation or at the Olympics themselves and thus unable to provide billable time.

—Bob Saunders

PUBLIC RELATIONS

Most of the summer quarter (known around here as "post-Breakfast-hiatus") was devoted to fence-mending for bruised feelings and for projects that had been pushed aside by our annual Financial Breakfast. And the rest of the time was spent getting ready for Fall—Bobbin Show, Textile Equipment Show, Health Congress, a series of Fashion Seminars, two different textile seminars, etc.

So there wasn't much in the way of finished projects to report for the period. Except that two articles on productivity made their long-awaited appearance in the Bobbin Magazine, and we participated in a successful seminar on physical distribution for volume footwear retailers in NY (JIG and RLG.)

Our report in the next issue should be much heavier, and we are setting aside extra space right now by cutting this one short.

—J.S.

TRAINING AND PROFESSIONAL DEVELOPMENT

August was graduation time for seven new staff men who have since departed Atlanta in all directions. (See photos in another section.)

Through the use of our new sewing equipment...announced in the last *Observer*...we have enhanced their knowledge of the mechanics of sewing skills. We have also beefed up time study training to include an additional day of practice and closer guidance which should enable new staff to make an earlier contribution in this area.

We continue to improve our client relations training through simulated client presentations, where we use

Continued on page 15

Service With A Smile

By—Eddie Rader

A. Smile, Inc. is an atypical KSA client...young, only seven years old...the President is also a young 27...high style, one jean model has over 20 SAM...high fashion, the



President is a former Coty Fashion Award winner...contemporary posters and antiques predominate the office decor...mod, some employees wear no shirts (males), no shoes or, they may dress like the President in jeans and a T-shirt which reads "Here today, gone to Maui"...long hair and beards are standard accouterments.

This up-to-date, high fashion sportswear firm will reach \$15 Million in sales this year with no manufac-

turing facilities...all work is contracted to other companies.

With no manufacturing facilities and concentration on design, advertising and sales, what can KSA offer such a client? Well, how does this sound for beginners?

- Implementing an in-house specialty auditor in their contracting plants.
- Writing quality specifications for their garments.
- Developing contractor quote forms and quoting system and procedures.
- Developing a system for piece goods inspection and controls.
- Implementing miniature marking and Tex-o-graph equipment.
- Training their quality control director and his staff.
- Devising cutting and material utilization controls including spread loss controls.
- Evaluating manufacturing facilities for future purchase.

Things Yet To Be Done

- Physical Distribution planning and shipment routing assistance.
- Implementation of further MU and piece goods controls.
- Engineering of a manufacturing facility when purchased.

Jim Trautman and *Bob Langley* led the way in developing this client and with the impact that A. Smile carries on the West Coast, many good referrals could easily result. This segment of the apparel industry is not our forte but this assignment proves that we can offer specific services to all segments of the industry.

School Days For Bob Frazier

In preparation for the assumption of new responsibilities as Manager of GM&M, *Bob Frazier* has enrolled at Harvard University for a three-month program (Sept. 11-Sept. 15) for management development. There will be 120 other managers with 10-15 years experience and representing all industries and functions participating in the program. Upon its completion, Bob will become associated with our New York office...the Jenkintown office closed September 11.

NEW STAFF

Michael L. Baird (Mike)...Age 25. Single. BGS (Summa Cum Laude) psychology and computer science, and MSIE from Ohio State. Held various jobs while in school and joined KSA upon graduation. Interests: Sports, theater, reading.

Thomas M. Barts (Tom)...Age 24. Single. BSME and MBA from Illinois Institute of Technology. Co-founder and partner of Mock-Barts & Associates, a management consulting firm in Chicago. Experience in Marketing Research & Analysis, Metamarketing, and Project Planning. Interests: Fishing, music (organ and piano) tennis, target shooting, theater.

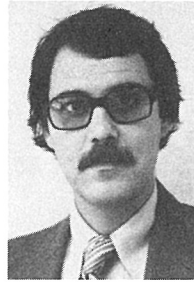
Charles M. Gilreath, Jr. (Chuck)...Age 23. Single. BIE from Georgia Tech. Three summers at Cartersville Spinning Co. Eleven months with U.S. Steel as management trainee. Interests: Sports cars, playing guitar, reading, bicycling...bicycled through Blue Ridge Mountains.

John D. Lamb...Age 24. Single. British citizen who hopes to settle in the U.S. BS in Engineering Production with first class honors from Birmingham (England) University. Interests: Maps, photography, tennis, swimming.

Michael L. Love (Mike)...Age 25. Single. BS in Industrial Management from Auburn University. Three years U.S. Marine Corps as radio repairman. General labor at West Point Pepperell and Fieldcrest Mills. Interests: Sports, books, travel.

Edward F. Merigan (Ed)...Age 32. Wife *Cindy*. 1 child. Boston University. 10 years U.S. Navy. Achieved rank of lieutenant. Last tour of duty aboard USS Nimitz as assistant air operations officer. Interests: Sports, cards, model building.

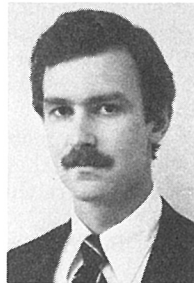
Jeffrey Lynn Spuhler (Lynn)...Age 25. Wife *Joyce*. BSM (co-op program) from University of Cincinnati and MS in Industrial Administration from Purdue University. Interests: Theater, sportscar racing, model training, sports.



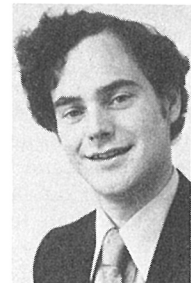
Baird



Barts



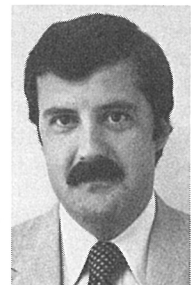
Gilreath



Lamb



Love



Merigan



Spuhler

Tale of Three Continents . . .

By—*Bill Reed*

My travels for the first 10 years with KSA were typical of an MMD engineer...up and down the East Coast with a few side trips into the far West and Canada. Assignments ranged from engineering a five-man shipping room, and a 13-operator blanket cutting/sewing/folding operation, up to a 1200 operator plant manufacturing two broad product lines of towels and wash cloths with 20 operations. Annual savings from engineering the latter were near \$1 Million.



On the blanket assignment my first time study was made in the operator's home. She tied knots in yarn that was sewn to the edges of an Indian blanket. The blanket was draped over the ironing board, she sat in a comfortable chair and tied 300+ knots

around the blanket's perimeter. She tempted me with beer...but I wanted to finish my study before her husband got home!

About two years ago *Lutz Kohnagel* gave me the opportunity to make a sales trip to Brazil where we sold and started an engineering AAMT program in Sao Paulo, and in the northern part of Brazil.

Once in Brazil, I became involved in a planning study for possibly one of the largest sewing plants in the world. The plant will be located near Recife in the North. It is planned to dye, print, finish, cut and sew the equivalent of 25,000 dozen T-shirts a day. Depending upon the product mix, the plant will employ between 3,000 and 4,000 operators. When *Bob Hagen*, who planned the distribution center and I, who planned the cut and sewing areas, were finished we planned a building 18,980 square meters. Additional plants will be built in the countryside surrounding this factory.

Sandwiched between some seven or eight trips to Brazil last year, we met with a client from Italy in Atlanta. This client was unique in that he had come to the U.S. to visit consulting companies to find one to solve a problem in his factory in northern Italy. He studied our company very closely, visited a client to see the results of our work, listened to our proposal and went home. It took 10 months before the work was finally authorized. During that time they studied our proposal, talked with *Freddie Wood*, *Jerry Vercaemert*, *Bob Frazier* and other clients in separate meetings in Europe and, after due consideration, they selected KSA to do the work.

Going to Italy added my third continent to my travels and brought me interesting insights into other countries. This client had a rather unusual method of transporting me to the plant each day. It was the first time I'd ridden in a car with bullet-proof glass; the driver carried a gun which he held tightly when stopped for traffic lights; the door had a little hole with a cover that the driver could put his pistol through and shoot; and every door had a steel bolt that went into the frame to hold it tight. The vehicles were probably safe for everything except a landmine!

Part of the problem we identified in Italy was a large inventory...considerably larger than those we envisioned

for balancing between finishing operations. When we questioned it, we were stopped short..."it is company policy." Later, discussing it with some of our European colleagues, we found there might be merit in having large inventories for certain tax credits or other financial consideration. An interesting thing happened during the survey...the second week I found that most of the data for the representative period selected had vanished. The disappearance had occurred when the tax audit began.

In Brazil we found it difficult to generate labor savings sufficient to cover many engineering improvements, mechanization modernization, if they were not technologically necessary for the operation to be competitive. In the warehouse of one factory, the procedure was to bring in a truck of work, take each package off the truck—one or two at a time—and throw them to the second level for stocking. When the truck was empty the man would run up the stairs, gather a package or two, run down the aisle, put it in a bin and repeat the procedure until everything was stored. Some type of lift or elevator was obviously needed but when we applied the cost of these modern materials handling devices to the labor savings, we found that on their volume and their wage rates we couldn't get a reasonable payoff in less than five years. Temporarily, we'll stay with the man throwing the goods, running up the stairs, down the aisle, and stocking the bins.

My travels haven't ended since I covered three continents. After my first trip to Europe this year, I left the next week for a couple of days in Puerto Rico, and following a two-day visit to Europe to present a survey on July 4, I went to Canada for a few weeks and was then off to Mexico to tackle a border operation. I just returned from my second trip to Nicaragua in two and a half weeks. I keep my suitcase packed, my calculator battery charged and keep thinking of some way to shrink the manuals that I have to carry as I travel between the three continents. Of course, there are more continents...who knows what the future holds!



Six Voughts (foreground), five Schwartzes, and a wooden potter's table.

Ralph Ross

CONSULTANTS have been popularly categorized as “business doctors” over the years and, whether we like the term or not, it sort of fits. We diagnose problems, prescribe cures, help the client build up his strength, and then move on.

Ralph E. (for Edward) Ross has done more than his share of bringing sick companies back to health during the 30 years since he joined KSA. But when asked what has given him the greatest satisfaction over that span, he is quick to single out another more special aspect of consulting work: building companies and developing practices from scratch.

The two outstanding examples of Ralph’s success in this respect are Roydon Wear, which he helped build from nothing to a \$5 million (at today’s prices \$10+ million) boys’ trouser firm, and the development of KSA’s General Management & Marketing practice, which is expected to account for \$1 million in fee volume this year. When Ralph took it over in 1966, this division had more names in its title than it had in its client list.

Each accomplishment was certainly noteworthy in its own right; putting them together, and appending a string of successful client relationships that also stressed long-term company growth, adds up to an unusually effective and varied professional career.

As far as this profile is concerned, RER appeared on the scene in 1942, when he became what had to be the youngest plant manager in the apparel industry. After three years in the employ of Jaymar-Ruby, our 27-year-old IE (Purdue and Northwestern) was put in charge of two plants and 1,000 employees in Michigan City, Indiana.

In those days, there were dashing figures dashing around the Jaymar plants who were called consultants. Ralph was captivated by the concept, and in 1946 he decided he should become one, too. Shortly afterwards, he found himself in Washington, D.C., ancestral home of Kurt Salmon Associates, as Kurt’s assistant.

The new man’s duties were simple: a little consulting for clients like the Quartermaster Depot in Philadelphia; a little supervision; a little sales work; a little campus recruiting; a little regional development (“Go up to New York City and open an office. . . .”) All of this was right down Ralph’s alley, and the more the merrier.

Shortly after KSA established its own boys’ pant factory in McRae, Georgia, it was decided that some sales and merchandising representation was necessary in the New York market. The workplaces in Georgia were super efficient, and the control forms were the best designed in the industry. But all of this was to no avail without sales, and the idea of a pilot plant for developing and refining new manufacturing techniques wouldn’t work if the operation could not hold its own in the market.

So it was that RER found himself wearing two hats in the same office at 220 Fifth Avenue in 1951—KSA’s and Roydon Wear’s. In a few busy but satisfying years, Roydon Wear grew to the point where it was ready to stand on its own. Ralph took over as full-time president of the company and “left” KSA and consulting work for a decade. By 1966, Roydon Wear had been sold to outside interests, Ralph had completed his transitional obligations, and he returned to KSA and consulting once again.



Having obtained hands-on experience in company management and marketing, and demonstrated a certain ability to make things grow, Ralph was the natural choice for the assignment of developing a GM & M practice in KSA. Expansion in this direction had been a company goal for some years, but with little success. KSA had been in business for 30 years, and had grown impressively in size and the scope of its activities, but we were still considered primarily production engineering consultants and found it difficult to move beyond the plant and work in the front office as well.

In the decade that followed, the situation gradually changed. Largely by dint of Ralph’s patient, methodical, and always peripatetic efforts (his air travel log must be one of the longest in KSA), our GM & M work in apparel, textiles, fibers, and carpeting grew at an accelerating pace. Starting as a one-man division, it has developed into a staff of six specialists today and a wide range of transfers-in. In 1977 Ralph will take on other activities and continue in GM & M consulting. KSA’s GM & M practice will then be managed by *Bob Frazier*.

In a recent discussion of what’s been happening in this area, RER pointed out that “we now attract GM & M consulting assignments directly, on our own, based on the work we have done, rather than waiting for assignments to develop as by-products of manufacturing and systems projects. That is an important change; our capabilities in general management and marketing are now recognized on their own merits.”

Without taking anything away from other successful growth stories within KSA, developing this part of our practice was a particularly challenging job, and Ralph’s accomplishment deserves special praise.

In addition to moving fast and ranging far, Ralph’s modus operandi is characterized by great thoroughness and attention to detail. He has many clients who long ago recognized the value of his judgments and analytical abilities, and who have retained Ralph’s counsel almost continuously over the years. Some of these companies grew substantially during that period, at a profit, and along the long-term route they first mapped with Ralph’s help years ago.

Ralph Ross and his charming wife, *Liesel*, have been New Yorkers (East Side, at that) for years. When the man’s schedule permits, they tend to become Cape Codders during the summer. But their natural habitat has been, and always will be, the house Ralph helped to build—KSA.

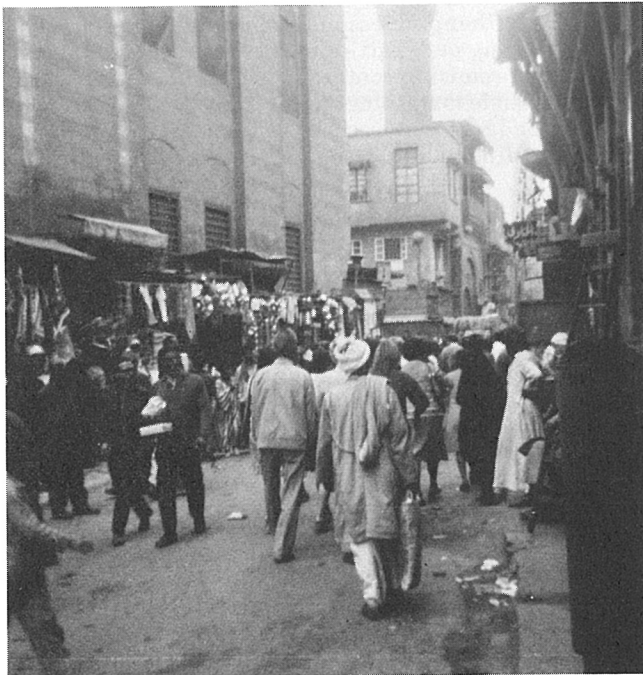
AID Assignment—Cont.

by enjoying frequent naps on the sewing room floor or in the cotton bales, guards everywhere, taped windows to prevent shattering in the event of bombing, people stopping to pray. . . .



Typical Tourists.

One particularly tough aspect of the job was the marketing survey we made and the following picture tells this story far better than I can.



Surveying the market.

We had fun and here are some of the lasting impressions:

- People who are courteous, friendly and helpful.
- The distinct class system which exists.
- The general poverty—crowded apartments, small homes with thatch roofs.
- Children not in school and having only pajamas to wear round-the-clock.

- Seeing a road bed being dug by hand with the dirt being carried away in buckets on top of women's heads.
- No color TV...3-4,000 communities without electrical power.
- Unbelievably crowded trains and buses with passengers hanging on the outside and sitting on top.
- Having to hand over your passport in order to get a security pass.
- The sharply defined contrast between fertile irrigated land and the desert.
- The number of old (40's and 50's) U.S. made cars in use.
- Never becoming accustomed to the traffic where the only rule seems to be maximum speed with minimum caution.
- Drinking Scotch and eating lettuce while listening for three hours to simultaneous Arabic presentation and English translation of President Sadat's speech renouncing Egypt's 15-year friendship treaty with Russia.

We would have enjoyed staying longer but, as the last photo indicates, we were a tired group when we finally caught the bus home.



Waiting for our bus.

Back in the good old USA, we prepared and presented our report in which we proposed \$2.7 million worth of work during the next three years. It was well received, and in addition, Gerry has returned to Egypt twice to review the various aspects. We are reasonably optimistic about our chances, so if any of you get a call asking if you would like to be involved, answer with an immediate yes...it will be a truly *fantastic* experience.

Do A Favor for PR

...If you want to convert your favorite charts into slides or overheads, think horizontal—and send PR the original. Since you're familiar with the material, you'll be better able to decipher a Xerox copy.

EUROPE ...

How Do We Do

An Overview of Activities

To write of activities when all Europe slumbers under the influence of summer vacations and the hottest summer in memory is perhaps farfetched. The effects of season and weather have driven potential clients toward oceans, lakes, mountains, pastures, or wherever textile and apparel producers go to relax, but assignments go on and some sales contacts are being maintained.

In terms of this issue of *Observer*, the most striking impact of the vacation mood is that contributors have been more difficult to pin down and had less to report when finally cornered. However, sales activity—before industry disappeared into the blue—indicate that the upturn continues.

News from the U.K. is still good. *Harry Lack* reports that KSA is overbudget in all areas except expenses, with good proposals and prospects still in the pipe line. British industry remains somewhat timorous but looking to the future with increasing confidence, and the overall picture for KSA remains promising. The retail practice is picking up particularly well with a growing number of inquiries in the PD area. While UK Region's presence in Iran remains low profile, we are billing there and a number of good prospects promise further developments soon.

Latin Region is slowly recovering from a difficult first half year, due largely to disappointments in France and to political and economic upheavals in Italy and Spain; however, *Bob Fitze* foresees good reasons for taking a brighter view for the second half. Reports show improving utilization in Italy, France and Spain, thanks to improved sales and reduced capacity following a number of resignations.

The placing of several Latin Region consultants on overseas assignments has proved beneficial to KSA world-wide as well as to Latin Region. *Alberto Figa-Beleta* and *Roberto Pavia* are working in Central America, and *Daniel Manchon* is active in the US and Canada.

In Germany, election promises and maneuvers are causing business to enjoy a healthy revival, with its effects largely limited to consumer durables and services. Apparel sales are disappointing, with retailers overstocked. The long, hot summer has caused a much stronger demand for sports and leisurewear, but importers rather than domestic producers have benefitted from the unusual character of the market.

Although the general situation for KSA is little different from that previously described, the latest reports from the Cologne men's wear show indicate increased buoyancy in sales to retailers. The trade is hoping delayed purchase of major apparel items may finally be made this autumn to spark a revival also in the textile and apparel sectors.

An internal task that took up a good deal of time during the summer was an overdue audit of our French company. As a result of the findings, the Board approved the proposal that we search for a Frenchman with senior consulting experience who can help us develop our practice in his country. If successful, he would take over our French practice when *Guy Vidal* retires.

Further audits will be carried out in Europe on those

sectors of our practice where major investments may be desirable, or where market developments may appear to call for a change of direction.

The Technische Uni project reached the end of the first phase, with the client paying additional fees and authorizing further work. A combined team of consultants from Great Britain, Germany and Holland were involved. This is the first work completed for a European distribution firm without connections with either the apparel or textile industries. The client is the largest wholesaler and distributor of hardware in the Netherlands and the assignment was obtained on the direct recommendation of De Bijenkorf, the leading Dutch department store group where we completed an assignment last year.

Achievements & Prospects

Apparel

Striking proof of confidence in KSA-Italy was provided by Confexioni Sienese, the men's clothing producer. Even before the first assignment in the jacket shop began, they requested an extension assignment for their trouser line. . . . In France, an MU planning assignment for Aunay Fortier marks another step forward toward penetration of the top 50 apparel producers in that country. . . . Further progress in Germany has been made toward expanding our practice in the women's wear sector. KSA's first promising contact with the Huckle Group involves a possible marketing survey in the USA. This group is one of the largest in Germany with annual turnover of some \$200 Million.

Retail

Highlights concern mainly the UK practice where interest is growing rapidly in various aspects of retailer/manufacturer relationship and cooperation. What could well prove to be the most significant assignment of the year is a major big ticket/distribution job for the Denbenham group of department stores. The potential spin-offs promise well for the development of our relationship with this important client. . . . At the same time, more retail work has also been sold in South Africa to the Truworth group of stores.

Textiles

Current objectives in France, where special efforts are being made to build up a reference list of prestige clients are well served by the sale of an assignment to the Boussac group, and a second assignment is under discussion. Boussac is probably the most widely known European producer of cotton goods. The company first achieved widespread prominence among the industry and general public when *Christian Dior*, who set up his Haute Couture shop with Boussac financial backing, revolutionized the world fashion scene with his New Look in 1947. Subsequently, the Boussac name remained in the public eye as a result of numerous successes scored by the Boussac stable in classic horse races in France and England. The current product line includes textiles for apparel, household and industrial application. . . . A new assignment with Falke in Germany constitutes a further advance in the knitting sector. The company is a market leader in the knitwear field, pro-

ducing socks, fully fashioned and cut/sewn goods. The assignment is a marketing study in the USA and *Ralph Ross* is already working on the project.

Pulling Power

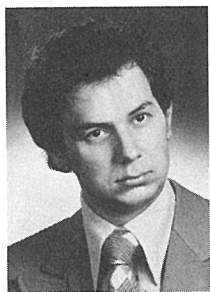
The Clothing Institute Summer School, held at Nottingham University in England, featured *Harry Lack* as speaker on marketing apparel products. Attendants included one lady all the way from the Bermuda Clothing College.

With characteristic modesty, Harry declines to claim that he played any part in the lady's decision to cross the Atlantic for this event. But he just hopes that nobody tells *Dean Vought*.

It Happened in Europe

Zug office welcomed two ladies during the summer. *Mrs. Rita R. Ladde* took over the accounting department July 1. She is Swiss, her mother tongue is German, but she speaks excellent English, having lived two years in England. She replaces *Vreny Jossi* who left once more in early summer to manage the family restaurant 2360 metres up on the Susten pass. . . . *Mrs. Irma Bernet* assumed her duties as chief secretary in Zug on August 1. Also Swiss, she speaks fluent English and French, and somewhat less fluent Italian, in addition to her native German. We hope they will both be happy with us despite the ever-growing work load.

Since publishing a two-line announcement that *Heinrich Spoerl* had joined KSA in April, we have received a photo, published here, and details of his private and professional background.



Born in 1949, Heinrich began his career as EDP programmer with a private company in 1970. A year later, he joined an EDP service bureau and in five years worked his way to chief of the programming section. He and *Irene*, married in 1971, have one daughter, *Babette*, born the following year. Special interests include sports and classical music, but he gives top priority to his family.

UK Region reports the departure of *Bob Steel* to join a firm of accountants and *Robin Rowles* went into property business in Spain, while KSA-Italy lost *Gino Fedeli* who took an executive appointment with a large Italian clothing manufacturer. His departure was shortly followed by the birth of *Paolo Maurice* July 10 in New Orleans. *Gianni Marell* also left to take a position with Tebe in Portugal...they are soon expecting their second child. German Region will be missing *Hermann Froelich*, *Herbert Rybarczyk* and *Ruediger Herrigt*...all three left for personal reasons and will continue their careers outside the apparel industry. Also, *Hannelore Springer*, *Hans Horst Hensche's* secretary since the opening of Duesseldorf office, left at the end of August to join the German office of an American manufacturing company. We wish all of them well for the future.

Congratulations to *Wolfgang* and *Ingrid Nessler* on the birth of their daughter *Astrid*, born June 10. . . . Welcome back to work for *Giacomo Ronco* who underwent surgery the beginning of July and which kept him out of circulation for some weeks, but he is now in fine form.

Overlockers Looked Over!

Reading a report from *Tony Maule* in connection with reduced output from a team of overlock operators in a Liverpool factory, *John Beddows* was somewhat puzzled by the following comment: "The overlock team was depleted due to playing football in Morocco."

While the city is well known for its devotion to football, the connection between overlock operators and football in Morocco is not immediately obvious. John's further inquiries revealed that the operators concerned were members of a ladies' football team that were to go to Morocco to take part in a number of exhibition (sic) matches. The girls were to get free travel and accommodations, the promoter paying all expenses out of the gate at the matches.

The factory manager pleaded with the girls, whose output was badly needed to meet production schedules. He pointed out the implications of an exhibition match in Morocco where some girls still wore the yashmak and purdah was not a foreign word. The whole factory was alive with speculation about the thoughts and conduct of the local boys watching the flower of Liverpool's womanhood exerting themselves in shorts and sweaters. The manager even threatened to fire the girls if they took time off without permission...all to no avail...not only did the two girls go off for a month's sport and sunshine in Morocco, but one of them had a sister who declared "If she has to go, I'll go as well." The sister was also an overlocker on the same team.

The rest of the story remains shrouded (if that is the correct word in this context) in mystery. All that is known is that all three girls lost their jobs and retraining began in an effort to meet production targets.

Fashion Production Concept Proves Its Worth

A recently completed assignment at Resinova, Vesouk, France—the McGregor licensee for Europe—provided striking proof of the value of creative thought applied to fashion production systems.

The existing set-up consisted of several small straight lines operating on a group incentive system. The first step involved conversion of the separate lines into one large unit, using belt conveyor transport in the pre-assembly section and a progressive bundle unit for assembly. At the same time, a new incentive system was introduced, based 50% on individual operator performance and 50% on overall unit productivity.

The conveyor system featured centralized controls, operator by operator and bundle by bundle. An operator production log, kept by the conveyor dispatcher, was introduced to provide

- Permanent individual follow-up of operators, with signal to supervisor indicating retarded bundles.
- Unit loading and balancing.
- Payroll data.

The system eliminated traditional bundle tickets and gummed sheets.

As a result of the work—carried out by *Jaime Tussel*, *Jacques Compain-Tissier* and *Rene Seo*, under Bob Fitze's supervision—production rose by 20%. Only 3% of the increase was attributable to engineering and rates...better management and incentives accounted for the remaining 17%.

The Sweatshops Of Yesteryear . . .

Too many laymen not acquainted with the modern air-conditioned, well-lighted apparel factories of today, with their cafeterias, Muzak, first-aid rooms, personnel counselors, etc., think of sewing factories as sweatshops such as New York became noted for in the late nineteenth century. It was not until we read the following book. . . very good. . . which deals with the problems of Ireland that we realized even New York's infamous sweatshops were apparently not alone.

The book is fiction, yet—no doubt—based on well-researched conditions. Our British subsidiary has worked in the present-day versions of some of the earliest, Irish firms such as Tillie & Henderson, and Tootal—the former Hagg & McIntyre firm. Two other recent clients in Derry are Welch Margotson, a subsidiary of Carrington Vigella, who get a brief mention in Uris' book, and Ben Sherman Limited. Also, Peter England Ltd., an offspring of Hagg & Mitchell. These are all, of course, modern factories today with their principal problems. . . occasional bomb scares!

—KS

From the book Trinity

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Published by Doubleday & Company, Inc.

(We obtained permission to reprint the following excerpt.)

"The Londonderry Corporation Council fathers thought Angus Witherspoon and Simon McNab slightly mad when they unveiled plans to erect a shirt factory on Abercorn Road. The year was 1870 and the two immigrant Scotsmen had prospered famously. Shirts were made through a complex of small shops and piecework done largely in homes as a "cottage industry." Before the reform laws, that wily pair utilized labor of the orphanages, workhouses, prisons and borstals. In 1870 linen never looked so good. The world cotton market had bottomed and busted because of the American Civil War and linen was on a binge.

Their idea of unifying all the small, scattered elements into one large modern building conceived for mass production was a staggering idea. Even more staggering was the building itself. What pierced the Londonderry sky in 1873 was a seven-story monolith, the mightiest architectural achievement ever in that part of Ireland. The structure was made possible by the use of huge, hollow-tubed cast iron pillars. Each of the seven floors was designed as a segment of a unique master plan to make shirts on an assembly line basis.

The ground floor housed the company offices and directly behind them on the left side of the building stood the receiving department where the linen was disbursed. On the right side of the ground floor the finished shirt came down for shipment so the rear of the building held a bustle of horse-drawn draying wagons and a large stable.

Bolts of white and dyed linen moved to the seventh story on the left-hand side by a huge rope-and-pulley handoperated elevator. The top of the building held the cutting room where natural light could be best utilized. Simon McNab, production genius of the partnership, designed mammoth cutting tables and the sixteen-inch bladed "McNab shears" capable of slicing through seven thicknesses of linen and thus making seven pieces at a single cutting.

Cutters were male. Although linen was more difficult to

work with than cotton, pure brawn was needed to cut the magic number of seven. With seven sets of sleeves, pockets, fronts and backs cut from the pattern, the cutter bundled and tagged it by color, size and style.

"Runner!" he called. "Bundle, bundle!"

Girls ranging from nine to fourteen kept a constant stream to and from the cutting tables, holding a bundle under each arm, totaling fourteen unsewn shirts. Moving down a matching elevator on the right side of the building, they got off at the sixth, fifth and fourth floors. Each of these contained a battery of two hundred foot-treadle sewing machines and a much lesser number of buttonholers. A bundle was dispensed at one of the six hundred machines requiring it and the apprentice girl returned to the cutting room by the left elevator in what was a never ending cycle of movement.

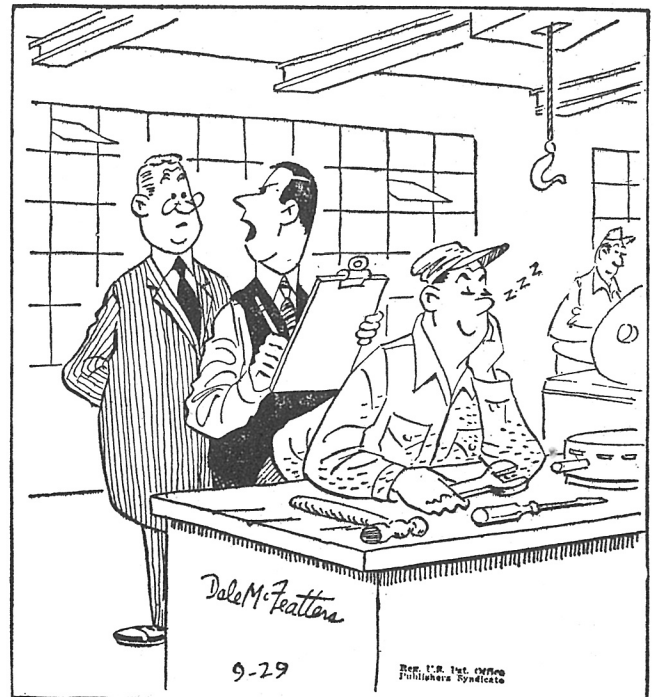
Sewing machine operatives, all females, pulled their special tags off the bundle. One tab per shirt, one penny per shirt, and proceeded to stitch them together at a rate of three to five shirts an hour.

The buttonholers on each of these three floors then applied their craft, hand-sewing the buttons and attaching collar bands. These were the elite workers on a flat salary of one pound, two shillings a week.

The finished shirt continued down to the third floor, the sweatbox, to the pressers. Twenty-five coal-burning stoves were interspersed about the block-square room near ironing tables. Intricate pleats and tucks required a woman's hand at the iron. These were girls of fifteen or sixteen graduated from being runners. Five apprentice boys, future

Strictly Business

By McFeatters



"How am I supposed to make a time and motion study when there's no motion?"

cutters, kept the coal stoves roaring. The third floor of Witherspoon & McNab was a prelude of hell where human endurance was at a breaking point, winter and summer. The pressers remained at their trade for a year or two until a sewing machine became open on one of the upper floors.

Continuing ever downward, the second floor was for labeling, packaging and boxing by older women no longer able to do ten hours at the machine. They were allowed to finish out their years with no further body or mind damage but at half the former pay, eleven shillings a week.

On the ground floor the finished product, some thirty thousand shirts a day, went to shipping docks and were moved to warehouses, to city stores, to the rail station for disbursement about Ireland, or to the waterfront for Britain and the world market.

When Simon McNab conceived and executed his factory he took everything into consideration except the fact that the eleven hundred women, three hundred men and two hundred children laboring therein were human beings.

Within weeks, he had the movement of his production line refined. But no regular maintenance was kept except for the ground floor, which housed executives, bookkeepers, salesmen and designers. Up in the factory it was expected that every man and woman would keep his or her own area clean, which was an impossibility. Layers of filth grew gummy on the floors, grimed the pillars and blackened the windows.

Cutters had the best of it, for theirs were the only windows cleaned, for use of natural light sped production. The balance of the factory windows could not be seen through. There was a single toilet stool on each floor for use by some two hundred workers, both male and female. These, likewise, were not cleaned and the sink faucets clogged in a few years so there was no running water. Odors of urine and feces grew so powerful they penetrated into the working areas and men and women held their bowels and bladders for hours rather than enter that place.

McNab's design never smoothly regulated the inflow of raw material so that a backlog of linen bolts was stacked on the stairs, landings and aisles, impeding passageways and adding to the universal clutter.

Within a year the windows were stuck shut from filth so that there was no circulation of air whatsoever and lint and linen dust were inhaled into the lungs with every breath.

The workrooms were lit by banks of gas mantles never fully turned up so as to save expense, so there existed a grayish light insufficient for close work. Competition among foremen on the three floors of the piecework was vicious. The high man was rewarded, the bottom man under brutal pressure so the operatives were pushed and kept at their limits.

Human wreckage set in in a matter of a few years. Ten hours a day, six days a week at the foot-treadle machine put unnatural stresses on the body and few women escaped severe back and neck ailments and their eyes were mercilessly overtaxed. The lungs fell to coughing fits from lack of fresh air and inpour of dust. Tuberculosis scourged the Bogside. Rheumatic swelling of joints crippled in those long camp winters without heat.

The summers were the worst. Heat from the stoves and irons on the third floor raised the temperature of that room to over a hundred and fifteen degrees and was transmitted up the cast iron pillars to the upper floors, turning the entire plant into a furnace.

Noise from the machines, which had damaged the hearing of every operative, came to a halt only twenty-five minutes a day, during the lunch period. Congestion in the

stairways made it impossible to leave the plant so meals were eaten at the machines.

Even so, things were better than in the old days before the reform law, when most of the labor came from public sources, prisons and orphanages, some from cottage labor. Wages then ran about sixpence a day. When girls were needed from the outside, they were compelled to live in dormitories on the premises with only Sunday to visit their families. Things, indeed, had gotten better. . . ."

Space prohibits our giving the whole story, but it can be summed up by saying that the original owners were old, without suitable heirs, had more money than they could spend in a lifetime, so they sold the factory. Although a reduced purchase price was agreed to because of the extensive remodeling which needed to be done—including sprinkler system and fire escapes—nothing was done by the new owners and it went up in flames one day despite the efforts of the fire brigade. The instant the water from the fire hoses, which had reached the third floor, hit the cast iron pillars, one after the other shattered. The building twisted and trembled, then the floors cracked open and one story emptied down on the other in an avalanche, resulting in more than a hundred deaths and another hundred lay badly injured in the hospital.

Training & Prof. Development—Cont.

video playback and critique. We were fortunate in having *Debbie Galloway* sit in on the role playing and offer her constructive criticism. Debbie missed a training class when she joined KSA two years ago, so she joined us for guest lectures and other selected discussions as well.

We had to curtail resident training because of another KSA class starting in mid-September. We have a backlog of 16 waiting to take this course and plan to catch up when we have a break in our primary function, namely, KSA training classes.

—*Bill Cameron*



The August training class enjoyed a visit from *Cindy Merigan*, and *Joyce Spuhler*. They witnessed a presentation of the methods project solution by *Ed Merigan*, *Mike Baird*, and *Mike Love*, and also learned about the carpet industry from *Bob Saunders*' guest lecture. Wives' day is becoming a tradition and we look forward to many more visits from the charming distaff side.



"IF YOU SAY YOUR RATE IS TIGHT, ELVIRA, THEN BY GEORGE WE'LL BE REAL PLEASD TO CHECK IT OUT."